

Building Core Capabilities Through Acquisition, Logistics and Technology (ALT) Enterprise Integration

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The Army acquisition community must change the way it projects ALT support to the operational force to better meet the demands of a modular Joint and Expeditionary Army. The risk of operating in an ad hoc fashion to cover all requirements has become too great, and the operating tempo requires that the workforce deliberately plan ALT capabilities, manage critical resources and synchronize the ALT functions to best support combatant commanders' and Soldiers' requirements in the field.

Sailors maneuver supplies across the USS Kitty Hawk's (CV63) flight deck during a vertical replenishment operation March 12, 2005. Replenishment at sea involves on/offloading fuel and stores while ships are underway. Currently operating in the 7th Fleet area of responsibility, Kitty Hawk demonstrates power projection to support Joint and Expeditionary operations as the world's only forward-deployed aircraft carrier. (U.S. Navy photo by PH3 Jason T. Poplin, USS Kitty Hawk.)

To this end, Army Chief of Staff (CSA) GEN Peter J. Schoomaker and Army Vice Chief of Staff GEN Richard A. Cody issued specific guidance as follows:

- Create a modular brigade-based Army that is more responsive to regional combatant commanders' needs, better employs Joint capabilities, facilitates force packaging and rapid deployment and fights as self-contained units in nonlinear, noncontiguous battlespaces.
- Develop an Army structure that is responsive to the needs of a Joint and Expeditionary campaign-quality Army.
- Eliminate redundancy and streamline support by reducing unnecessary layers.
- Design a capability that leverages emerging technologies, links support to supported organizations and the Army to Joint organizations — from CONUS to areas of responsibility (AORs) and within an AOR.
- Develop a transition plan for the ALT contingency contracting concept of support (CoS) that effectively "turns off the pipe" of 51Cs to



brigade combat teams, support and sustainment brigades.

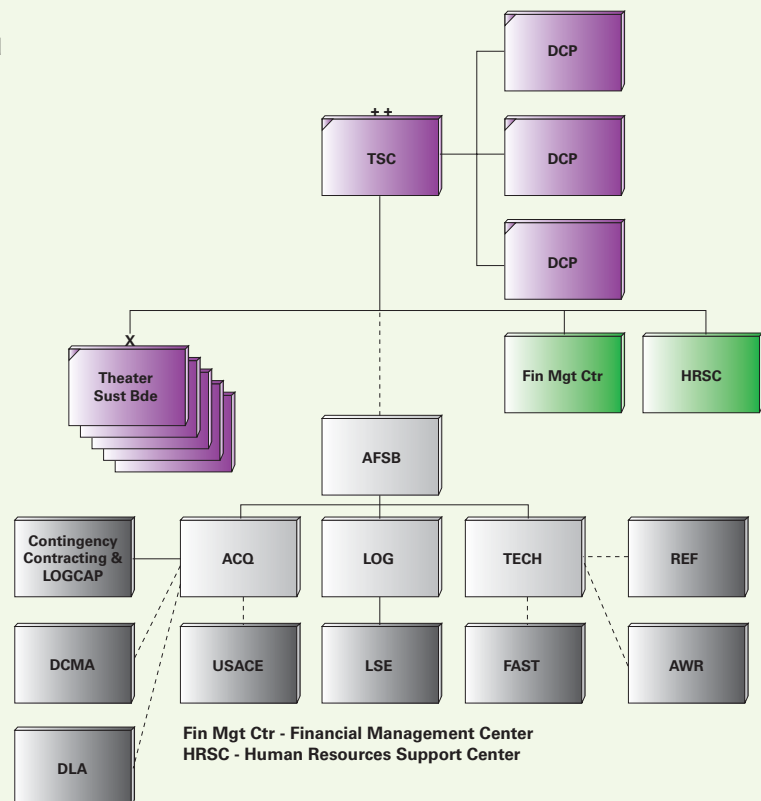
- Develop an ALT single node to the warfighter to line sustainment up with January 2005 modularity decisions and stand up with the first Army Unit of Employment(y) (UEy) — "put flesh on bones."
- Create central coordination for the Rapid Equipping Force (REF) and plug in for Asymmetric Warfare Regiment.

The ALT Concept of Support and Organizational Design represent a profound shift in the way the Army takes its capabilities and supporting functions to war. Instead of multiple stovepipes for ALT, the Army will now have one single node — under the regional Theater Sustainment Command's (TSC's) operational control — to orchestrate, plan and execute ALT capabilities as depicted in Figure 1. The concept includes two Table of

Figure 1. Theater Sustainment Command

Design Criteria

- Provide end-to-end capability for supporting Army, Joint, interagency and multimedia forces
- Plan, control and synchronize Combat Service Support for the UEy or Joint force commander
- Provide single logistics C2 element in theater and proponent for distribution, supply and maintenance services and life support
- Provide regionally focused – multifunctional and functional headquarters – worldwide capable
- AMC-AFSB, SDDC, DLA, DCMA, USACE, contractors and other agencies participation is integrated as part of the sustainment mission
- Coordinate inter- and conduct intra-theater logistics
- Capable of fielding three deployable command posts (DCPs)
- Provide critical logistics C2 – deploy, employ, redeploy – simultaneously – full spectrum operations



Organization and Equipment (TO&E) ALT structures: the Acquisition Field Support Brigade (AFSB), as depicted in Figure 2, and the contingency contracting capability. These structures are made part of the U.S. Army Materiel Command's (AMC's) Army Field Support Command (AFSC).

Fully modular, tailorable and scalable to meet the full range of operations, the AFSB is a fully Joint-capable force multiplier for the senior logistician in theater and, ultimately, the supported theater combatant commander. There is to be one AFSB per UEy/TSC, placing a single face for ALT in every region of the world.

The AFSB's main features and benefits include:

- A single face to the warfighter for all ALT functions captured in one ALT capability.
- Common command and control (C2) for ALT functions formed under the ALT capability.
- Synchronization, visibility and accountability of ALT functions under common battle picture.
- Synchronization with overall logistics on the battlefield.

- Synergy among contracting functions in theater.
- Multicomponent solutions.
- Visibility and accountability of U.S. contractors on the battlefield.
- Expansion of the existing AMC-Forward and Logistics Support Element (LSE) missions to fully realize the intended integration of ALT functions on behalf of the combatant commander.

Defining New ALT Capabilities

In February 2004, Army Acquisition Executive Claude M. Bolton Jr. and Military Deputy to the Assistant Secretary of the Army for Acquisition, Logistics and Technology (ASAALT) LTG Joseph L. Yakovac Jr. released the Army Acquisition Corps (AAC) White Paper *The Future Force Acquisition Corps*, which promulgates the vision of an AAC that is organized to be a strategic, operational and tactical force multiplier for combatant commanders. The acquisition community chartered its own transformation campaign and formed a leading coalition called the AAC Transformation Team. The team's strategic goal was to align the AAC with the Army Campaign Plan. Three strategic

objectives were identified in the AAC Transformation Campaign launched by Yakovac in April 2004:

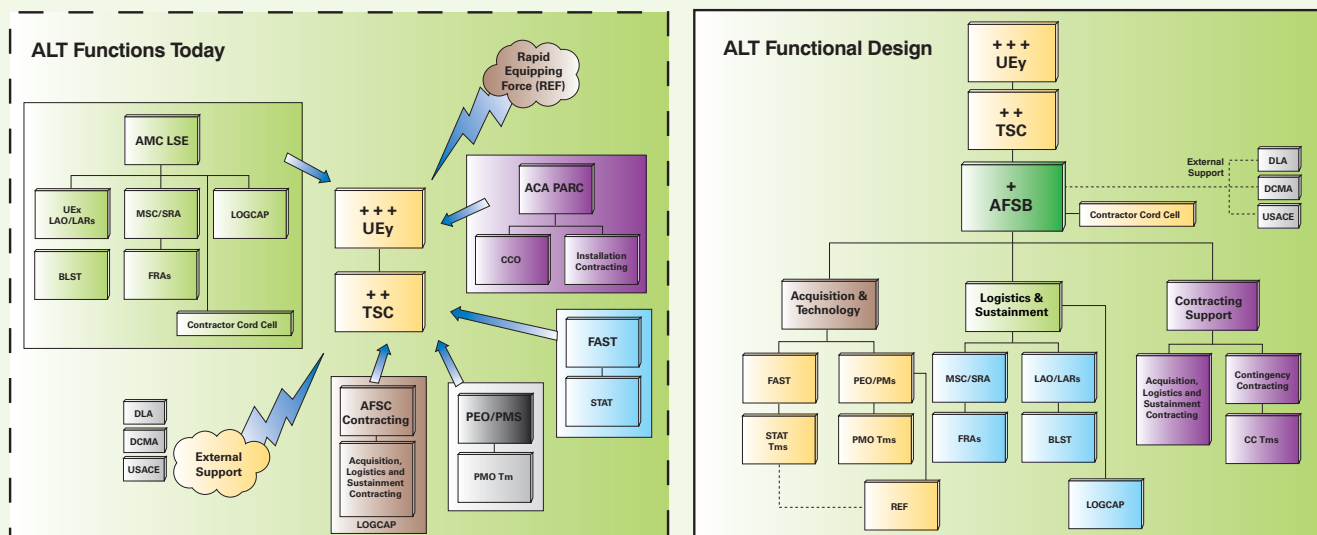
- Build an Army ALT core capability, in concert with our strategic partners.
- Grow flexible and well-rounded leaders prepared to lead any organization, agency or team within the ALT enterprise.
- Build, maintain and sustain an expert, relevant and ready workforce.

Right on the heels of launching the AAC Transformation Campaign, the Army released initial modularity decisions that included contingency contracting elements for the AAC. Yakovac immediately formalized a community team to engage and be part of this massive Army reset. Most important to this initiative was creating a capability that included both Army core functions and strategic partner functions. From this concept, the Future Force Acquisition Corps (FFAC) Design Team was born.

The AAC, which until this time had operated only as a supporting functional area, had no schoolhouse or combat developers. The team was

Figure 2. Acquisition Field Support Brigade

TODAY → TOMORROW



built from subject matter experts from across the AAC community and its strategic partners, including: AMC, U.S. Army Corps of Engineers (USACE), Defense Logistics Agency (DLA), Defense Contract Management Agency (DCMA), Army Test and Evaluation Command, G-1, G-4, G-6, G-8, U.S. Army Acquisition Support Center (ASC), Army Contracting Agency, program executive offices and ASAALT. The team was required to engage with Task Force (TF) Modularity only 2 weeks after standing up. An initial CoS and design was constructed and approved by senior acquisition leaders to engage. Yakovac directed that "if it is better than what we have today, then engage. Get us to the table."

Engage we did. U.S. Army South Commander/Principal Assistant Responsible for Contracting COL Anthony Bell, 18th Airborne Corps Contracting Commander LTC Robert Schumitz and DCMA Huntsville Commander COL Gary Bliss carried the seed of a concept to TF Modularity.

The FFAC Design Team continued to engage every modularity event hosted by TF Modularity and TF Logistics over the summer 2004.

Integrating Concepts From Across the ALT Community

By late July 2004, the team had uncovered many ALT community modularity concepts working in parallel, and it became evident that the community should link arms and integrate ALT functions into one CoS and organizational design. The FFAC Design Team's charter was revised and the team was renamed the ALT Enterprise Design Team, under dual signature of senior sponsors LTG Richard A. Hack, AMC Deputy Commanding General for Operations and Readiness, and Yakovac. It was the first team of its kind fielded by ASAALT and AMC.

The charter committed to building concepts of support and organizational design that would present a "single face to the warfighter" under common C2. The ASAALT/

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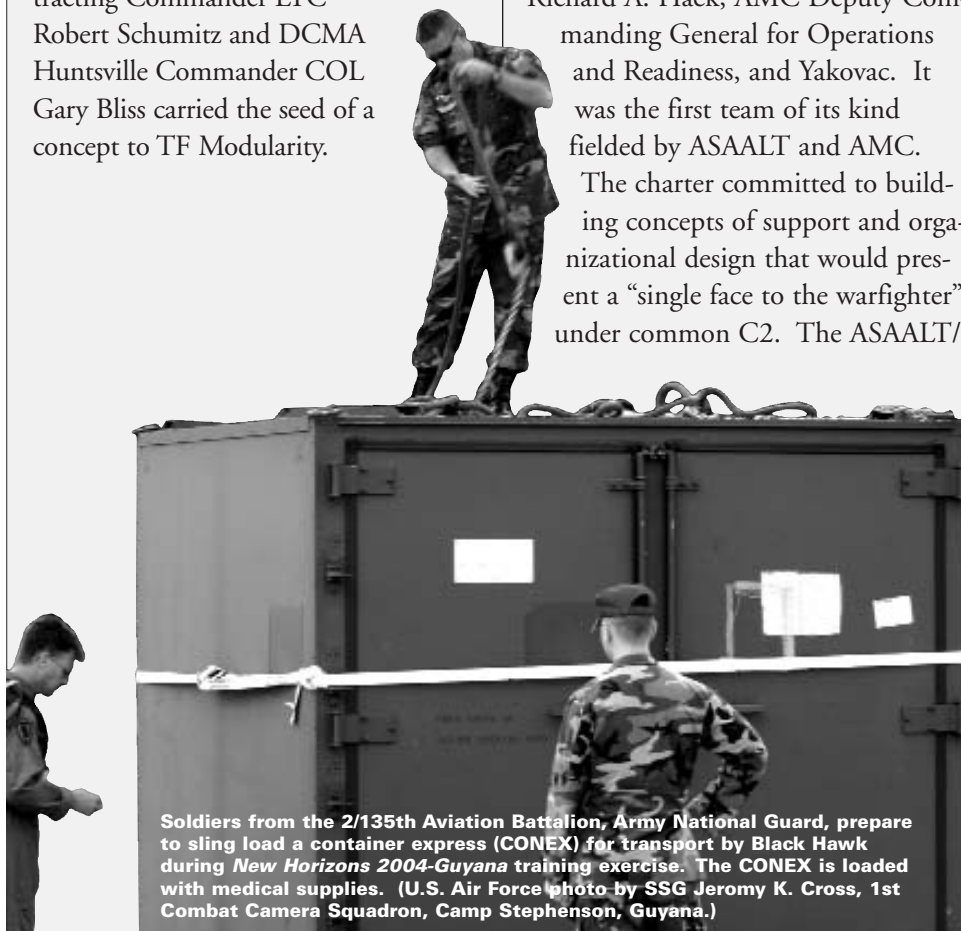
AMC community integrated process team, which included all strategic partners as well, began fleshing out the CoS.

Meanwhile, our work to integrate our initial concept with the Combined Arms Support Command (CASCOM) TSC CoS became fully enforced. MG Ann Dunwoody, CASCOM Commander, accepted the ALT CoS within the TSC CoS and, in late September 2004, Schoomaker saw the ALT big box under development on the Army modularity charts. The CSA immediately challenged our collective community to put flesh on bones to the concept, putting a 60-day window on the effort

to line the CoS and organizational design with Army modularity and Army Campaign Plan timelines. The primary goal was to align the ALT capability with the first Army UEy forecasted for 2005.

TF ALT — Historic Integrated AMC/ASAALT Full-Time Design Effort

Yakovac and Hack chartered a full-time task force to flesh out the concept and build the new ALT capability. TF ALT, an offshoot of the ALT Enterprise Design Team, stood up Nov. 1, 2004, with Gregory Kee, AMC Deputy G-3 Futures, and COL Genaro J. Dellarocco, ASC Director, as its official co-leads. The Defense Acquisition University (DAU) graciously and seamlessly set up a think tank on the DAU campus at Fort Belvoir, VA. TF ALT spent long hours over the following 6 weeks putting together a full Force Design Update (FDU) package. An FDU consists of



Soldiers from the 2/135th Aviation Battalion, Army National Guard, prepare to sling load a container express (CONEX) for transport by Black Hawk during New Horizons 2004-Guyana training exercise. The CONEX is loaded with medical supplies. (U.S. Air Force photo by SSG Jeremy K. Cross, 1st Combat Camera Squadron, Camp Stephenson, Guyana.)

a detailed operational and organizational CoS and organizational design, design briefings, unit reference sheets, horse blankets (summary snapshots) and backup analysis. At the conclusion of the team's efforts, a 300-plus page report was submitted to the U.S. Army Training and Doctrine Command's (TRADOC's) Combined Arms Center at Fort Leavenworth, KS.

As part of the ALT CoS and organizational design handoff to CASCOM, in a shared correspondence dated Dec. 10, 2004, Hack and Yakovac stated that the report's "contents represent a profound shift of our community, taking it from the generating force to the operational force. This offers a modular and expeditionary concept for ALT in support of the full range of military operations. The ALT concept of support and organizational design has our full backing and commitment, as do the

Current and Future Force development tasks to make this a reality."

The next few years will be dedicated to building the ALT capability and securing its strategic, operational and tactical links with the rest of Army and Joint capabilities in support of winning our Nation's battles.

Dunwoody accepted proponent sponsorship of the new ALT Capability CoS and Organizational Design, stating in her transmittal letter to TRADOC dated Dec. 10, 2004, "the significance of where this proposal takes the full end-to-end logistics enterprise is profound. The generating force proposes an operational spear that shall project ALT force multipliers in support of our Nation's battles in a modular and expeditionary fashion. The proposal to take this operational ALT spear into the TO&E realm has my full backing and support as AMC becomes part of the operational force."

On Dec. 10, 2004, Bolton and GEN Benjamin S. Griffin, AMC Commanding General, officially approved the new operational concept for the Army ALT capability.

Now that the ALT CoS and Organizational Design are launched in the Army field staffing process, there is still much to do. The next few years will be dedicated to building the ALT capability and securing its strategic, operational and tactical links with the rest of Army and Joint capabilities in support of winning our Nation's battles. What started out as an idea of something we should do has become, through community vetting, discussion and true reinvention and cooperation, a modular and expeditionary capability that guarantees our Soldiers are supported with the best materiel, systems and service solutions at the right time and place, ensuring our dominance in every situation along the full spectrum of operations.

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Parachute rigger SPC Charles An, 524th Logistics Task Force, packs an A-22 Container Delivery System bundle filled with humanitarian supplies for airdrop into remote forward operating areas in Afghanistan Feb. 20, 2005. (U.S. Air Force photo by TSGT Scott T. Sturkol.)

